APPOINTMENT OF CHIEF OPERATING OFFICER

APPOINTMENT BRIEF

OCTOBER 2018
The Diocese of Salford has the largest Catholic population of any diocese in England and Wales after the four English archdioceses. It consists of 8 deaneries:

- Deanery of St John – Salford
- Deanery of St Ambrose Barlow – South Manchester
- Deanery of St Chad – North Manchester
- Deanery of Mount Carmel – Oldham
- Deanery of St Therese of Lisieux – Bury, Rochdale
- Deanery of St Joseph – Bolton
- Deanery of St John Southworth – Blackburn
- Deanery of St John Vianney – Burnley
Under the leadership of Bishop John Arnold, the Diocese of Salford has embraced a programme entitled *Hope in the Future*, which invites every parish in the Diocese to recognise and develop its missionary identity and call to evangelise. To learn more about *Hope for the Future*, please follow this link - [http://www.dioceseofsalford.org.uk/parishes/](http://www.dioceseofsalford.org.uk/parishes/).

The Diocese operates across a rich and diverse geography and encompasses:

- **133 Canonical parishes** with an average Mass attendance of 14.51% of the Catholic population.
- **1,000 properties** comprising churches, presbyteries, parish halls, schools and dwellings for retired clergy. They are all held in the title of the Diocesan Trust
- **208 schools** educating 80,036 pupils of whom 53,945 are Catholic
- **more than 50 charitable and social outreach organisations; and**
- **around 200 employees** including around 50 based in the beautiful and recently refurbished Cathedral Centre building
BACKGROUND TO THIS APPOINTMENT

Like many Catholic dioceses in England and Wales, Salford is undergoing continuing significant change. Societal changes and expectations, both legal and social are a feature of this. Demographics and changes in the makeup of the Church itself are also significant.

Pope Francis has called upon the Church and Parishes to be missionary, and to reach out to everyone. In response, the Bishop of Salford continues to respond in a number of ways, including an ongoing programme of amalgamating Parishes and calling in turn on Parishes to be Missionary. As mentioned above, the Bishop has set out a positive, optimistic call for action in Hope in the Future, calling on us all to be Missionary Disciples.

To respond to this context and to this mission, it is the Bishop’s intention along with the Vicars General and Trustees of the Diocese, to ensure that the administrative arrangements for the Diocese in support of Parishes and Schools are equipped and well organised.

A review of governance and organisational capability, was undertaken early in 2018 by an independent consultant with senior business experience. Following this review, and in common with other dioceses across the country, the Bishop and Trustees decided to create the role of Chief Operating Officer.

The organisational review highlighted a particular need for a COO to help build the systems and culture that will break down ‘silos’ and support a step-change in the pace of decision making, agreed actions and programme delivery across the Diocese. There is enormous potential for the new COO to work with the Bishop on this exciting programme of change, which will enable and encourage better communication between departments and communities and a greater emphasis on high-quality outputs and stronger team working. The COO will have the opportunity to consider how to organise systems and resources in order to deliver an even better level of pro-active support for the Hope in the Future programme and for the day to day work of the many parishes and schools within the Diocese.

“...There is huge potential for the new COO to work with the Bishop and other leaders on an exciting programme of culture change ...”
STRUCUTURE

The COO will report to the Bishop. He or she will also work closely with the Moderator of the Curia, who has responsibility under the Bishop for the coordination of the administration of the Diocese and for overseeing those who hold offices and minister in diocesan administration.

The COO will provide effective, inspiring leadership to circa 100 staff across the following functions:
02 THE ROLE

Working closely with the Bishop and Moderator of the Curia, the COO will lead the day to day delivery of administrative support in the Diocese and manage the resources of the Cathedral Centre in support of overall strategy and goals.

Role Purpose

The role holder will be responsible for the direction and supervision of all administrative functions (including property, finance, education, HR, communications, safeguarding and legal teams) and around 100 professional staff situated in the well-equipped and high quality office space in the Cathedral Centre in Ford Street, Salford.

The person will principally ensure that administration is efficient and effective. In serving the complex needs of the schools and parishes of the Diocese it will be vital to ensure that staff continue to be engaged and have real dignity in work and that the values of the Diocese and principles of Catholic Social Teaching are reflected in the way the role is performed and in the style of leadership.

The role holder will report directly to the Bishop and will collaborate and work very closely with the Moderator of the Curia and Vicars General who in turn support the Bishop in running the Diocese. The role will support the Moderator of the Curia and Bishop in delivery of agreed and intended priorities through a collegiate and high performing senior leadership team.
In addition, the role holder will occupy the position of Financial Secretary, a distinct church appointment with parameters set out in Canon Law.

The position of Financial Secretary requires the post holder to take overall responsibility for ensuring that the assets of the Diocese are well managed and that robust controls are in place in order to secure the financial sustainability of the organisation and deliver its reporting requirements. The post holder may themselves be a qualified accountant or they may be supported by a qualified accountant in order to be able to confidently discharge the duties of the post.

The COO will also play a leading role in supporting and facilitating the work of the Trustees of the Diocese and in leading relationships with Parishes, Priests, Schools and other Church, public and commercial organisations that the Diocese necessarily engages with.

**Responsibilities**

The role of the Chief Operating Officer will include:

- Working with the Bishop and others as required, to set out, agree and communicate a compelling and clear common purpose for the diocesan administrative functions to pursue.
- Working closely with Trustees, to continue developing a clear cycle and pattern of Trustee and Committee and other governance meetings, playing a key role in each, presenting key documents for discussion, information and decision.
- Leading the organisation, through the prioritisation and delivery of an operational plan including leading and taking action to remedy or escalate issues and blockages to delivery. Managing implementation and operational risk will also be important.
- Keeping under review organisational structures, processes, roles and responsibilities to ensure efficiency and effectiveness.
- Line management of Heads of Department ensuring that they and their teams are clear about priorities and objectives, and are supported, managed and assisted in resolving issues. The Departments should be aligned and a clear cadence of working, co-creation and communication should be in place. A clear and effective management system should be in place providing focused and transparent operations.
- Playing a leading role in managing relationships and delivery to and from outside commercial and civil organisations.
- Representing the Diocese in a number of Church related forums and meetings.
- Ensuring the optimal running of all functions, services and communications in support of the Bishop and working very closely with the Moderator of the Curia in day to day matters.
- Ensuring that the Bishop is connected to and fully aware of all matters on a very regular basis, with ample opportunity to influence and intervene when required.
- Establishing and maintaining an agreed pattern of regular and effective engagement with the Vicars General, and especially with the Moderator of the Curia ensuring that the position they occupy is fully respected and that they are always engaged and informed in all matters and have the opportunity for intervention as appropriate.
- Ensuring that management and risk systems and controls are in place, to support the compliance of the Diocese with all civil requirements in law and regulation.
- Leading a planning cycle, engaging stakeholders and Heads of Department to agree the timely allocation of resources against agreed strategic priorities, on (at minimum) an annual basis.
- Being involved in selecting senior staff in the Curia.
- Ensuring that plans are developed to promote a positive and deliberate culture in the Curia, underpinned by systems of performance management, communications, personal development and recognition.
- Performing all responsibilities of Financial Secretary as described in Canon Law.
03 PERSON SPECIFICATION

As the COO role includes the role of Financial Secretary, the role holder must fulfil the requirements of ecclesiastical office under Canon Law of the Catholic Church. The post is therefore subject to occupational requirement that the holder be a practising Catholic under part 1 of Schedule 9 of the Equality Act 2010.

Faith and beliefs
- A practising and committed member of the Catholic Church with a good understanding of its teaching, structures and traditions.

Education/ qualifications
- Qualified member of an internationally recognised accountancy professional body or holder of a Masters business or similar degree.
- Evidence of continuing professional and managerial development.

Experience
- Recent Board level-experience in any relevant discipline or sector in similar or larger organisations.
- Demonstrable experience of strategy development at Board level.
- Experience of leading and managing a significant investment assets/property portfolio and of successfully managing complex operational activities, meeting the needs of competing priorities and varied stakeholders.
- Experience in compliance, governance and systems of internal control.
- Track record of successful delivery of stretching financial objectives and management of significant budgets.
- Demonstrable experience of successfully leading major changes including improving performance.
- Experience of leading and managing a senior professional team across multi disciplines.

Skills/ability/ knowledge
- First rate communication skills, written and oral with the ability to persuade, but also a good and sensitive listener.
- Strategic thinker, able to think in long term and abstract ways.
- Strong negotiating and relationship building skills.
- Ability to communicate financial terms to non-financial specialists.
- Problem solver, with excellent analytical skills and strong evidence-based decision making bias.
- Up to date understanding of best practice in financial and people management.
- Demonstrable understanding of performance management and motivational techniques.
- IT Skills to lead IT infrastructure decisions and Strategy to be robust, economical and effective.

Personal Qualities
- Professional, calm and approachable.
- Able to inspire and motivate others.
- Credible when representing the Diocese.
- Well organised and able to prioritise a changing workload.
- Respectful of all colleagues, but at ease with the people and environment.
- Naturally seeks collaboration and working with others.
- Confident and resilient.
- Empathetic, and with strong emotional intelligence, with the ability to adapt to others preferences and understand their differing perspectives.
- Insight into how they impact others and capable of making generous choices in the way they behave.
04 TERMS OF APPOINTMENT

- The salary will be agreed with the successful candidate and will reflect the seniority of the role. For more information on the expected salary range please call Saxton Bampfylde.
- Holiday entitlement: 25 days + bank holidays.
- Pension: pensions are a matched employer contribution of up to 5% of gross salary.
- The role will be based at Cathedral Centre, Salford (M3 6DP) – close to Salford Central station. It will require regular travel within the Diocese and occasionally beyond.

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to The Roman Catholic Diocese of Salford on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/jobs using code JABAUA.

Click on the ‘apply’ button and follow the instructions to upload a CV and cover letter, and complete the application and equal opportunities monitoring forms.

The closing date for applications is noon on 25th November 2018

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.